

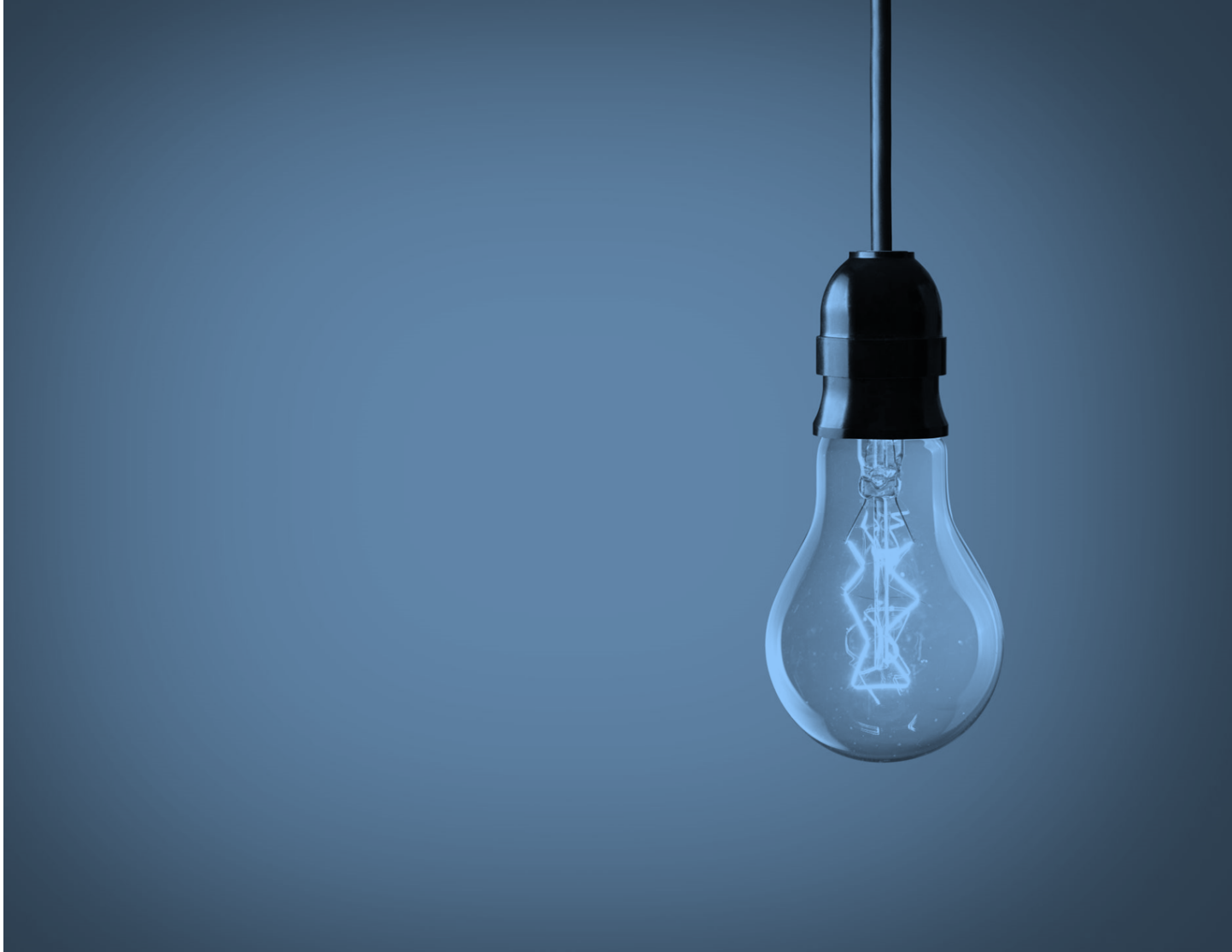


California Department of Public Health

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HUMAN RESOURCES DIVISION

RECRUITMENT AND HIRING
TIPS & TRICKS WITH AN
EQUITY, DIVERSITY AND
INCLUSIVE (ED&I) LENS



Diversity Recruitment and Hiring Tips

- Craft better job descriptions
- Develop ED&I Statements
- Creative Sourcing



Job Descriptions

A job description outlines the responsibilities of the position and desired skills, experience, and abilities to complete a job effectively both and communicates the values of your organization. It is strategic to first evaluate how any position recruited for can advance the equity goals of an organization and how those expectations and responsibilities can be imbedded into the job description.

- If the position will work with racially, ethnically, and socioeconomically diverse communities, consider adding language like the following:
 - Experience working directly with people from diverse racial, ethnic, and socioeconomic backgrounds.
 - Ability to speak a second language or ability to speak _____ language (if the position will be working with a particular community)
 - Ability to flex communication style to multiple cultural environments
 - Excellent written and verbal communication skills, and ability to present to diverse audiences, specifically racially, ethnically, and socioeconomically diverse communities.

Note: These qualifications are clearer if the cultural elements that are relevant are named. However, they must be written in a manner that does not appear to be a forced disclosure of a protected class.



Positions focused on policy, should consider the following language:

- Experience incorporating the perspectives of multiple communities, including [communities of color], in the consideration of impacts and outcomes of a decision-making process.
- An understanding of the concepts of institutional and structural racism and bias and their impact on underserved and underrepresented communities.

Highly technical or specialized positions should consider how the position could be structured to support equity goals:

- Experience considering the impacts of the work on multiple communities, including communities of color, in technical analysis.
- Experience working on a diverse team
- Experience working with different communication styles

Job Descriptions continued



Strategic Tip

- ❖ Evaluate the job description for socioeconomic bias. Requirements related to educational background, particularly advanced degrees such as a Bachelor's or Master's degree, could be biased against individuals who have relevant professional experience but could not afford a college education.
- ❖ If degree is essential, consider if there is bias in the types of degrees mentioned.
- ❖ It may also be most strategic to not specify the type of degree or field of study, unless it is a highly technical position.

BEFORE	RECOMMENDATION
Manages the successful resolution of client issues, including competing demands, sensitive situations, and conflicts with other groups.	Thoughtfully works with the client to resolve issues, including competing demands, sensitive situations, and conflicts with other groups.
Mobilizes team, establishing the tactical plans, projects and objectives needed to accomplish these goals and ensure their attainment.	Mobilizes and encourages team, establishing the specific (or concrete, day-to-day) plans, projects and objectives needed...
Proactively manages the talent in their area, establishing performance goals and objectives, providing ongoing constructive and formal performance feedback and establishing and implementing development plans.	Proactively develops (or nurtures) the talent in their area; co-constructing performance goals, objectives and development plans, and providing ongoing constructive performance feedback.
Manages and resolves the diverse perspectives of stakeholders.	Is sensitive to (or understands) the diverse perspectives of stakeholders and works with them to resolve differences.



Equity, Diversity, & Inclusion (ED&I) Statements

Consider adding your department's equity/diversity/inclusion statement that reflects your department's commitment to equity and diversity in hiring. This statement should not be added superficially. If one does not exist, work to develop one that is a part of a broader diversity strategy for hiring in your department.

CDPH has adopted the following ED&I Statements that are included on every job posting and duty statement:

Job Posting: At the California Department of Public Health (CDPH), equity, diversity, and inclusion are at the core of our mission to advance the health and well-being of California's diverse people and communities. We are genuinely and strongly committed to cultivating and preserving a culture of inclusion and connectedness where we can grow and learn together with a diverse team of employees. In recruiting for team members, we welcome the unique contributions that you can bring to us and the work we do.

Duty Statement: All California Department of Public Health (CDPH) employees perform work that is of the utmost importance, where each employee is important in supporting and promoting an environment of equity, diversity, and inclusivity, essential to the delivery of the department's mission. All employees are valued and should understand that their contributions and the contributions of their team members derive from different cultures, backgrounds, and life experiences, supporting innovations in public health services and programs for California.



Focused outreach directed towards underrepresented communities can be a highly effective mechanism for increasing the number of qualified applicants and balancing the impact of traditional forms of outreach. Each of the following methods to reach a more diverse applicant base needs to be considered based on the ability to reach candidates with specific experience and background relevant to the position:

- Professional associations (i.e. the National Forum of Black Public Administrators), affinity groups within professional associations (i.e. Latinos and Planning Division, American Planning Association), networks of professionals of color are usually hosted by a college campus.
- Multicultural centers or cultural studies department of local colleges and universities. Ideally a relationship would exist prior to sending ; one way is to offer to discuss jobs in government and sustainability with students.
- Historically Black College and Universities (HBCUs), community colleges and schools with a large number of underrepresented groups, either graduate or undergrad, alumni associations or current job boards. Look for department contacts in sustainability, business, planning, public health, or environmental departments.
- Affinity or employee resource groups (County Asian Employee Network)

SOURCING



Free Job Boards

Handshake & Simplicity – Schools, colleges and universities allow employers to post jobs for free on their job boards for students and alumni's. Additional fee-based services exist.

LinkedIn Employer Page – Companies may have a free company page on LinkedIn and use it to post content similar to other social media platform. Start creating a presence on LinkedIn and engage current employees.

CareerMD – Allows for free and paid job posting for physician and nursing positions.

CalJobs through EDD – Employers may set up a free account and post jobs on CalJobs. We recommend use for entry-level positions.

Association of Schools & Program of Public Health (ASPPH) – Allows for free job postings. CDPH has seen a low ROI for positions. It may be worth occasionally testing out a couple of positions.

Lee Hetch Harrison (LHH) – This consulting firm assists laid-off employees find employment. LHH offers employers free job postings and access to their candidate database. Recommended for jobs in administration or operations.

Bitly – This free service will shorten URLs and provide you click rates. You may consider creating a bitly to use on job boards that do not provide stats and for emails. Bitly will provide stats to assist in determining effectiveness.



Fee-Based Recruitment Solutions

LinkedIn Talent Solutions – Allows for job postings, profile searches and cold outreach to potential candidates. Costs vary depending on services purchased.

Indeed – Is both free and fee-based. Indeed is a full applicant tracking system. Candidates apply on Indeed and employers view candidates and track hiring actions on Indeed. Due to the ease of applying, we see a lot of applicants, but limited candidate with relevant experience. CDPH HR does not recommend Indeed due to state having a separate system candidates must use. If used, we recommend using the screening questions functions and timely follow up with candidates.

GovernmentJobs.com – Fee Based job board. CDPH is currently piloting this job board.

Associations, Councils, Organizations – Many have their own jobs boards. Before pursuing costs, verify that their job board is current. Some haven't been updated in months/years.

YM Careers – Offers bulk rates to post to multiple associations, councils and organizations at one time. CDPH is currently piloting use of this service.

Not recommended: Monster.com – CDPH used Monster in 2021 and had poor ROI.



Job Fairs

Attend Events!

Work with local organizations such as YoloWorks! and SETA to attend their events, often free.

Community Resource Events – While focused on public resources, job opportunities is a *resource* that could also be represented at tables/booths at college and community events.

Hold Your Own Events!

In-Person event or open-house events will draw local candidates. Consider partnering with another employer that has similar career opportunities.

Virtual events will open your candidate pool wide. Find a platform such as TalentSpace or Brazen to host an event. Or use Zoom for smaller events.



Reach Candidates / Be Reachable

Monthly Newsletter – Start your own distribution list of candidates interested in jobs and regularly notify them of vacancies.

Contact Information: Be reachable for candidates with questions via email and/or phone number and note the contact information on recruitment materials and job postings.

Recruitment Material: Brand; include information about the employer. Details; include information the ideal candidate would want to know such as telework options/location(s), salary, application process, duties performed, and the WHY.

LinkedIn & Social Media – Be present and increase outreach.

It takes seven touchpoints with the candidate to progress from initial interest to clicking apply for a job. Create those touchpoints by making the opportunity for the candidate to learn about the employer, the mission, the work, other employees, the vacancies, etc.

*“Creating and
managing a
diverse workforce
is a process, not a
destination.”*

~ R. ROOSEVELT
THOMAS, JR.



THANK YOU

